

17 November 1954

MEMORANDUM FOR: Mr. Carey

FROM: Assistant Director, OCD

SUBJECT: First day of the Clark Committee Task
Force in OCD

25X1A

25X1A 1. Col. Miller and Mr. Magruder, accompanied by [REDACTED] [REDACTED] Division, came to Room 1033 in M-Building at 9:15 AM on Tuesday, 16 November 1954.

25X1A 2. I briefed them until 10:20 on the overall organization and 25X1A
functions of OCD, with my Deputy [REDACTED] and Executive [REDACTED]
in attendance. Thanks to the advance warning which you had given me,
I had been able to get most of the personnel and budget figures in
which they have shown interest on the charts. They asked few questions,
probably for this reason. They failed to react to a few leads which I
gave them on questions of morale and security, and this rather surprised
me as I had expected them to bear down heavily on such matters.

25X1A 3. From 10:20 until 12:30 they inspected the Liaison Division in
Rista and in M-Building. [REDACTED] accompanied them, and the two
senior officers of the Division [REDACTED] stayed with
them throughout. 25X1A

Col. Miller wanted to see exactly where and how the documents
came in to the Stadium, and on being shown he spent fifteen minutes or
more questioning the GS-3 file clerk who performs the initial operations.
Nothing troublesome developed.

25X1A Thereafter they questioned several of the liaison officers at
some length, making a point of repeating the questions which they had
already asked of [REDACTED]. Fortunately no discrepancies were found.

Col. Miller asked if there wasn't great waste in sending so
many documents to the analysts, and was told that documents which are
not needed are destroyed upon receipt. He allowed that "he'd never
heard of a disseminator who couldn't find ten places to send a piece
of paper if he had ten copies at hand", and walked to a nearby desk
where he saw a pile of reports. He asked the clerk "Where are these
going to be sent", and the clerk replied that this pile happened to
be one scheduled for destruction. This was a very lucky break, and
the Colonel was much astonished.

25X1A Next they talked at length to one of the disseminators,
[REDACTED], again repeating questions which had already been asked
and answered. [REDACTED], who is a gem, handled them very well

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25X1A

indeed. Out of a clear sky the Colonel suddenly asked, "Where do you keep your backlog?". [REDACTED] replied "Here," pointing to a file cabinet. The Colonel pulled open a drawer, saw that the cabinet was bulging with documents, and asked, "Where are the oldest ones?" [REDACTED] said, "At the back of the bottom drawer." The Colonel reached in and pulled out the last document, and noted that it was dated 15 November, i.e. only one day old. This surprised him, and he next pulled out documents from other drawers just to see if he had been told the truth and if he couldn't find some older ones. He failed to do so, and soon ceased questioning [REDACTED] 25X1A

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In the Cable Branch they asked a number of questions of the Chief, [REDACTED] and got such energetic and voluminous answers in reply that they quit after a few minutes and went to lunch.

25X1A 4. Machine Division, in Rista, was inspected from 1:30 to 3:30. 25X1A
I accompanied them, as did the two top people of the Division, [REDACTED]

25X1A

It seemed that the Colonel knew little or nothing about IBM equipment and so forth, and I formed the impression - which may be wrong - that Magruder knew little more. They were much interested in seeing the machines at work, and due to the activity, bustle, and noise they were able to ask few questions of anyone except [REDACTED] Col. Miller wound up the afternoon at 3:30 by asking [REDACTED] to prepare for him a chart showing the number of clerical and professional people in each unit of the Division, and also a brief description of the functions of each unit. 25X1A

TRENDS

5. Judging from all accounts, and the questions asked, the following are apparently suggestions which the two of them may wish to make:

A. Why not abolish the disseminators, and just send copies of all incoming papers to everyone?

Every effort was made to get it through their heads that Liaison disseminates to more than 100 different points in the Agency, and that this suggestion would (a) require us to handle at least ten times as much paper as we now do, and (b) require each unit in CIA to read through a huge volume of unnecessary paper.

We failed to make our point. Either they couldn't get it through their heads, or they wouldn't believe it, because they came back repeatedly to the point that they were here to effect savings in manpower and it seemed to them the 16 disseminators could be eliminated if everything were put on standard distribution.

YES ONLY

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B. Why not pool all IBM equipment in the Agency in one place, and perhaps work night shifts?

We pointed out that if the machines were at work 24 hours a day we would have to pay IBM for the overtime on them, and that we would also have to pay more to the people who worked at odd hours of the night.

I also explained that the notion of putting all the machines in one unit is one which has great appeal for every "management expert" but which, in practice, works very badly indeed. I cited my wartime experience with the Navy set-up as contrasted with the Maritime Commission's pool. However, the experience of those who have worked with IBM installations is never of interest to "experts" who haven't, and I expect Magruder will try to feed this "constructive suggestion" into the Committee's report.

C. Why not set up a firm schedule for withdrawing Intellofax cards from the field after they reach a certain age, and thus avoid having the file continue to grow?

I explained that 40% of the questions we now answer by the Intellofax system require that all documents be listed bearing on the given subject and area. This percentage will drop as time goes on, and we will have to learn by experience just what we can afford to eliminate. Furthermore, the space and handling problems seem likely to be solved by new technical developments which are now in sight - e.g., Eastman's minicard system, magnetic tapes, etc.

James M. Andrews

~~SECRET~~
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